

NOTICE OF MEETING

Meeting: COMMUNITY OVERVIEW AND SCRUTINY PANEL

Date and Time: TUESDAY, 14 JUNE 2016, AT 6.00 PM*

Place: COUNCIL CHAMBER, APPLETREE COURT,
LYNDHURST

Telephone enquiries to: Lyndhurst (023) 8028 5000
023 8028 5588 - Ask for Melanie Stephens
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PUBLIC PARTICIPATION:

***Members of the public may speak in accordance with the Council's public participation scheme:**

- (a) immediately before the meeting starts, on items within the Panel's terms of reference which are not on the public agenda; and/or
 - (b) on individual items on the public agenda, when the Chairman calls that item.
- Speeches may not exceed three minutes. Anyone wishing to speak should contact the name and number shown above.

Bob Jackson
Chief Executive

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This Agenda is also available on audio tape, in Braille, large print and digital format

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meetings held on 15 March and 16 May 2016 as correct records.

2. DECLARATIONS OF INTEREST

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

3. PUBLIC PARTICIPATION

To note any issues raised during the public participation period.

4. SERVICE MANAGERS

To receive a presentation from the three Service Managers reporting to the Panel.

5. KEY ACTIONS AND SERVICE REVIEW PROGRAMME (Pages 1 - 2)

To consider the Key Actions and Service Review Programme.

6. THE FUTURE DIRECTION OF THE HEALTH AND LEISURE SERVICE (Pages 3 - 6)

To consider the future direction of the Health and Leisure service.

7. WORK PROGRAMME (Pages 7 - 8)

To consider the Panel's future work programme, and make changes where necessary.

8. PORTFOLIO HOLDERS' UPDATES

An opportunity for the Portfolio Holders to provide an update to the Panel on any issues.

9. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

To:	Councillors	Councillors
	S P Davies (Chairman)	Ms K V Crisell
	D J Russell (Vice-Chairman)	A H G Davis
	D A Britton	Mrs P J Lovelace
	Mrs L D Cerasoli	N S Penman
	I C Coombes	M L White

PORTFOLIO: LEADER/ALL

COMMUNITY OVERVIEW & SCRUTINY PANEL – 14 JUNE 2016

KEY ACTIONS AND SERVICE REVIEW PROGRAMME REPORT

1. INTRODUCTION & PURPOSE

- 1.1 The corporate plan included a delivery plan which set out a number of key actions for 2016/17. This delivery plan was set out against the background of continued funding reductions.
- 1.2 This report updates the Community Overview & Scrutiny Panel on work being undertaken.

2. KEY DELIVERY ACTIONS AND SERVICE REVIEWS

- 2.1 The table sets out key delivery actions and service reviews pertinent to the Community Overview and Scrutiny Panel. It identifies responsible lead officers and member involvement at a cabinet and review panel level.
- 2.2 It is intended that activity be commenced on the projects identified. Some reviews will be dependent upon the outcome of other reviews or timing consideration governed by external factors.
- 2.3 The table includes progress updates where available and further update reports will be presented to members at regular intervals.

COMMUNITY OVERVIEW & SCRUTINY PANEL

Service Review and Terms of Reference		Progress Update
E.2	Housing Strategy <i>Review the delivery of affordable housing in terms of realistic aspirations of the Council and recent changes in the planning system. Assess the existing constraints and take into account the emerging new Government policy advice. Progress through the local plan review</i>	A review to be commenced in 2016/17.
G.3	Community Safety <i>Review the Council's involvement in community safety (having regard to the Council's statutory responsibilities)</i>	Management review of arrangements is currently underway and will be reported to Panel when completed - target date December 2016.
O.2	Health & Leisure Centres <i>Set financial targets and scope service delivery review to challenge existing arrangements and maximise outcomes for the council and the customer in the longer term</i>	Initial report shared with Panel June 2016. Work ongoing to establish legal responsibilities at each centre. Any further scope of review to follow the clarity of this position.
O.4	CCTV/Alarm Monitoring <i>Service delivery review to challenge existing arrangements and maximise outcomes for the council and the customer</i>	A review was undertaken by a member task and finish group to consider the medium term position of the CCTV service. It reported back to the Community and Overview Scrutiny Panel in March 2016.

2.4 Reviews will be monitored and reported upon to ensure they are progressing and that objectives of the review are being met.

3. FINANCIAL IMPLICATIONS

3.1 A clear focus of the reviews is continued financial responsibility with a view to easing funding pressures.

4. RECOMMENDATIONS

4.1 That the Community Overview & Scrutiny Panel note the approach to delivering the service review programme and the progress updates contained within this report.

For Further Information Please Contact:

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Background Papers

Our corporate plan 2016-2020 Delivery Plan
Cabinet Report Feb 2016

COMMUNITY OVERVIEW AND SCRUTINY PANEL- 14 JUNE 2016

THE FUTURE DIRECTION OF THE HEALTH AND LEISURE SERVICE

1. INTRODUCTION

- 1.1 In the last 6 months, the Council has undertaken a review of its management structure which has been the initial steps in ensuring that the Council can meet the financial challenges ahead and be 'fit for future'.
- 1.2 Service Managers have been asked to propose their new service management structure and have been given a financial target to ensure that, as a minimum, the cost of their service does not increase between now and 2020. Additionally, there is a programme of 'Service Reviews', and Health and leisure will be a major review and it is planned to begin scoping this review in mid-2016.
- 1.3 Service 'costs' are very important, and both the current review and the broader review of delivery options will aim to ensure that the Service provides 'value for money' to both customers and the Council and is 'affordable'.
- 1.4 We are proposing an initial management restructure which will contribute a minimum of £153,000 towards our savings. This will also enable the Service to best meet the many challenges ahead.
- 1.5 In Health and Leisure, the opportunity to take a fundamental look at its structure and also review the vision and purpose is considered to be well timed, and this is an opportunity to share proposals on the future of the Service with the Review Panel for their feedback.

2. BACKGROUND

- 2.1 According to the 2016 report on the state of the Fitness Industry, the Fitness market in the UK is now larger than at any previous time, with 9.2 million people with a gym membership, and as a sector it is one of the success stories of British Industry.

The 5 Health and Leisure Centres run directly by the Council are no exception and have seen both the number of visits, income and recovery rate increase year on year since 2010.

- 2.2 Whilst part of the improved performance may be industry wide factors, there is no question that a significant element of the improved performance is a flexible and pro active approach to business development, and being alert and responsive to threats and opportunities. Although the Service has undertaken a number of key reviews in its time, it is also a Service that continually evolves, and reviewing its structure, products and processes in a continuous element of the Services work programme.

3. 2010 RESTRUCTURE

- 3.1 Prior to 2010, staff resources were mainly located at the Health and Leisure Centres and Centres offered different products, and in some cases different pricing strategies.

The restructure of 2010 established some key principles:

- **Centralisation** of key functions
- **Standardisation** of products prices and processes
- The '**Single Service**' approach and branding of 'New Forest health and leisure'
- **Specialised roles** – either operational or business orientated

- 3.2 The restructure was to a large extent successful and since 2010 we have seen a steady increase in income, recovery rate and the number of visits, however the climate and environment has changed significantly in 6 years and we now need a structure and Service model that addresses a range of new issues and opportunities. The aim is to build on what has worked well (centralisation, single service approach) but address structural weaknesses and business opportunities that have arisen in the last 6 years.

4. CURRENT ISSUES AND OPPORTUNITIES

- 4.1 Whilst we can identify a wide range of issues and opportunities, the key ones that the Service needs to focus on are;

- Providing an 'affordable' Service
- Addressing Physical Inactivity and working in partnership with the Health Sector
- Building and maintaining capacity
- Utilizing ICT effectively

- 4.2 A key issue for the future is the 'cost' of leisure and the need to ensure that the service is working as efficiently and effectively as possible. With employees the largest cost, a review of our management structure needs to show significant savings as well as being effective and relevant in today's and tomorrow's climate and market.

- 4.3 Over the last 2 years we have been working to centralise the administration of our Swim Academies, and this has enabled us to reduce the level of resource (staff hours) required, and at the same time, it has enabled us to provide better access for customers because swim administrators work for five sites and not just one. Additionally this also speeds up the process of moving swimmers through the stages of the swim school. As a principal, centralised functions have proved to be more efficient and effective, so within the new structure customer advisors will be moved from centre to a central unit so that we can provide a consistently high quality of advice and service to customers during all core business hours.

- 4.4 Working in partnership with the Health Sector is one of the strongest opportunities for our Service, and promoting the benefits of 'physical activity' as 'preventative medicine' places the Service in a prime position for future investment and external funding. Both the Government and the Health Sector recognise that encouraging people to be more physically active will have a profound impact on individuals, communities and the wider economy.

Sport England, previously the Sports Council, recognise this in their 5 year plan. A key target is 'tackling inactivity' and they have committed £250m or 28% of their budget to this area of work over the next 5 years. This is in direct response to the Government's 'sporting future' strategy of 2015.

The outcome we are aiming for are '*more people, being more active, more often*' and this will have positive benefits for the wellbeing of our communities as well as long term business benefits.

- 4.5 Capacity is vital to ensure the continued growth of the Service and not just physical capacity but the capacity of our employees, our processes, our ICT systems. Making more effective use of more limited resources is a key focus for the future.
- 4.6 A number of recent developments in ICT have enabled us to provide a quicker and better service to our customers as well as significantly reducing our costs e.g. on-line bookings, apps and swipe entry. Utilising technology needs to be at the forefront of our future strategy as it provides not only a better level of service but valuable resource savings and efficiencies.

5. PROPOSED BUSINESS PLAN

- 5.1 Going forward, the business strategy, supported by a new management structure, will be to continue to provide quality facilities for sport and leisure, but to re-focus some resources on increasing levels of physical activity within our communities as a whole. This will be achieved by working closely with partners in the Health Sector and aligning our programmes and strategies to meet jointly agreed objectives e.g. 15% increase in people identified as diabetic or pre-diabetic being referred to a structured active lifestyle programme.
- 5.2 This has several benefits; a reduction in physical inactivity will improve the health and well being of our communities, reduce the burden on the health sector and improve economic performance. For the Service, it will increase demand for facilities and programmes, which in the long term help us to reduce the 'cost' of leisure by increasing demand and making our resources work harder.
- 5.3 The new structure will also optimise the use of centralised roles and units for memberships, direct debit functions and swim lessons, as these are principally customer services processes. The aim is to provide customers with improved access and a full response to their query within 48 hours. It also has the additional benefit of being more cost effective for the Service.
- 5.4 It is also proposed that the Service reviews its 'branding' and makes a shift from a Health and Leisure Service to a Physical Activity and Wellbeing Service. The perception of the Service is critical in attracting future funding and engaging future users, and the Service needs to be recognised for its broader contribution to community wellbeing and the benefits that physical activity can have on mental and emotional wellbeing, not just physical health. This may require a new title for the Service and the rebranding of logos, in-centre promotion and our website.

6. FINANCIAL IMPLICATIONS

- 6.1 Notwithstanding the outcomes of the 'service review', the proposed management restructure and action plan to meet the financial target will reduce the cost of the service whilst maintaining current levels of service and quality of provision.

7. ENVIRONMENTAL IMPLICATIONS

- 7.1 There are no specific environmental implications.

8. CRIME AND DISORDER IMPLICATIONS

- 8.1 There are no specific crime and disorder implications but by targeting more 'disengaged' sectors of our communities, there is a likelihood that improved community wellbeing could result in a reduction in crime and disorder.

9. EQUALITY AND DIVERSITY IMPLICATIONS

- 9.1 There are no equality and diversity implications.

10. CONCLUSION

- 10.1 Health and Leisure is undertaking a fundamental review of both its management structure, vision and business strategy, and aims to take the opportunity to deliver a service that is more affordable to the Council, and aligns itself to be best placed to take advantage of future opportunities.

11. RECOMMENDATIONS

- 11.1 It is recommended that the Panel approves the proposed principals contained in the report.

For further information contact:

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ITEM	OBJECTIVE	METHOD	TIMING/UPDATE ON PROGRESS
HOUSING			
Welfare Reform	To review the transition to Universal Credit and impact on residents/tenants.	Report to Panel	As and when appropriate
Affordable Housing/future provision of housing	To discuss the Council's future priorities regarding housing provision including affording housing, rented homes and new starter homes.	Report to Panel	Autumn 2016
CRIME & DISORDER			
CCTV Provision	To undertake a 'health check' of CCTV provision/service in the District	Report to Panel	September 2016
Statutory Nuisance Task & Finish Group	To consider findings of the Group	Report to Panel	November 2016
Safer New Forest Partnership Plan/Community Safety Update	To consider inputting into the Plan	Report to Panel	Autumn 2016
CHILDREN & YOUNG PEOPLE			
Health & Wellbeing of Gypsy, Traveller, Romany Community	To consider the health & wellbeing of the GTR particularly young people/children in the New Forest	Presentation to Panel	September 2016
HEALTH			
Progress of the Health & Wellbeing Board Action Plan	To review the progress of the current action plan	Report to Panel	September 2016
ALL			

Introduction to New Service Managers	To receive short presentations from the newly appointed service managers	Presentations	June 2016
LEISURE			
Community Grants	To review the Community Grant applications and make recommendations to the Portfolio Holder	Report to Panel	January 2017